MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2016/2017

BAC2694 – MANAGEMENT CONSULTANCY

(All sections / Groups)

26 MAY 2017
9.00 a.m. – 12.00 p.m.
(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 2 pages (excluding cover) and FOUR (4) STRUCTURED QUESTIONS
2. Attempt **ALL** the questions. Distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

QUESTION ONE (20 MARKS)

a) Consulting is a special type of management activity. Management can be defined as either functions or roles.

What are the three broad categories of managerial **roles** that a consultant can provide for a business? Provide examples for each.

(12 marks)

b) The Management Consultancies Association Ltd defines management consulting as "The creaton of value for organisations, through improved performance, achieved by providing objective advice and implementing business solutions. What are the different ways in which consultants add value?

(8 marks)

QUESTION TWO (25 MARKS)

A footwear manufacturer company wanted to know if they made the right choice in terms of product mix and media placement. Their retailers are a mix of department stores as well as boutique shops. They place advertisements on multiple platforms; TV, print, digital, PR and email.

Your company were hired for the project and your boss have decided on the following approach:

- **Data Analytic team:** Data analytics combining store level sales data with marketing spend data
- **Store team:** Visit key retailers/stores and examining store displays as well as in store promotional materials
- **Communication team**: Examining the client's and its competitors media and communication materials

The findings and recommendations from all the teams will be combined in a single report and presented to the clients. They were given TWO months to complete the project.

Required

Prepare the following:

a) Work breakdown structure (10 marks)

b) Gantt Chart (15 marks)

(TOTAL: 25 MARKS)

Continued...

QUESTION THREE (30 MARKS)

a) You met the vice president of a local company and you overheard she mentioned that her company is facing a high rate of turnover. She was thinking of conducting a survey among other companies in the region to learn how they handle the problem of high employee turnover.

Required

i) How would you pitch your services to her if you were a HR consultant? (5 marks)

ii) Would you conduct a survey as she suggested, or would you approach the problem in a different way? Explain. (10 marks)

b) The consultant needs to manage the quality of their services to ensure that the client's satisfaction and thus securing repeat custom as well as referral to future clients. One of the major components of quality management are communications with the clients. The communications are also key in increasing acceptance and obtaining cooperation to complete the project.

Required

i) What do consultants need to communicate to the client and how to they normally communicate? (5 marks)

ii) When the consultation project requires change in the client's company, the consultant may face resistance. How should the consultant overcome resistance from the client's organization? (10 marks)

(TOTAL: 30 MARKS)

QUESTION FOUR (25 MARKS)

The client is a low-cost airline based in Singapore, serving 24 destinations in the Southeast Asian market. The Airline's profitability was strong until 2010 and has since seen a declining trend and is now only just barely profitable. The CEO would like you to determine what is causing the profitability decline and suggest a strategy to reverse this trend.

Prepare a project charter detailing the following

i. Client's requirements (4 marks)
ii. Your approach (4 marks)
iii. Key deliverables (6 marks)
iv. Milestones (6 marks)
v. Key personnel's functions (5 marks)

(TOTAL: 25 MARKS)

End of paper.